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SYSTEM AND METHOD FOR ASSESSING A PROCUREMENT AND ACCOUNTS PAYABLE SYSTEM

Background of the Invention

Cross References to Related Applications

U.S. patent applications Serial Numbers 09/_______, entitled "System and Method for Project Preparing a Procurement and Accounts Payable Process", 09/_______, entitled "System and Method for Project Designing and Developing a Procurement and Accounts Payable Process", 09/_______, entitled "System and Method for Deploying a Procurement and Accounts Payable Process", and 09/_______, entitled "System and Method for Ongoing Supporting a Procurement and Accounts Payable Process" filed concurrently herewith, assignee docket numbers EN999116, EN999117, EN999118, and EN999119, respectively, are assigned to the same assignee hereof and contain subject matter related, in certain respect, to the subject matter of the present application. The above-identified patent applications are incorporated herein by reference.

Technical Field of the Invention

This invention pertains to the implementation of a procurement and accounts payable system or application.

More particularly, it relates to a system and method for assessing, preparing, designing and developing, deploying, and supporting a general procurement and accounts payable system using electronic requisitions.

Background Art

A services company may be very good at implementing information technology (IT) solutions. However, as customer engagements increase, the ability of company to execute numerous engagements on time and within budget with quality becomes more difficult.

Today there exist many different software packages that perform project management and classes that teach methodologies for implementing solutions that involve information technology and services. However, there is no process that combines these activities along with an evaluation of a client's general procurement (GP) and accounts payable (AP) system, or application, into one package while providing detailed implementation instructions along with templates for completing the major deliverables required over the course of the project. Templates, may be used herein as an equivalent term for page, form, or document as used in connection with Lotus Notes. In Lotus Notes, a page is a database design element that displays

information; a form, like a page, displays information and also can be used to collect information; and documents are the elements that store information in the database. A user is presented a form including fields for entering information. When the user fills out the information and saves it, the information is saved in the data base as a document. When a user opens the document, the document uses the form as a template to provide the structure for displaying the data or information. Fields store data of various types, including text, dialog list, rich text, and so forth.

Scalability of engagements is a known problem, the most common solution to which is to increase the number of persons involved. Experience has shown that this increase results in customer dissatisfaction due to inadequate gathering of requirements, poorly trained implementation teams, missed schedules, increased costs, and lower quality.

It is characteristic of general procurement and accounts payable systems that no two are identical, and may differ even within wholly owned subsidiaries of a single corporation.

Consequently, there is a need in the art for a system and method for evaluating a potential client system and for adapting a general procurement and accounts payable system

to the requirements of each of many potential clients. Further, there is a need for a system and method for evaluating a potential client system and for adapting a general procurement and accounts payable system to the requirements of each of many potential clients which can be licensed to third party providers together with a system and method for monitoring and assuring the quality of services provided by those service providers.

There is a need in the art for an integrated system for assessing, preparing, designing and developing, deploying, and supporting a procurement and accounts payable system using electronic requisitions.

During project assessment, typically potential customers are contacted and evaluated by a marketing team that then recommends a product solution from their menu. There is no integration of Technical Team Leaders and Transition Management as key components of the installation. There is also limited to no flexibility to customize the product for the customer.

There is a large body of work on project planning in industry. While they are all more or less adequate, they do not provide the comprehensive integration of the client and supplier teams, Transition Management, and Quality required to accomplish a particular customer's goals.

Like project planning, project design and development processes are well known in industry. They usually consist of a project manager or team leader that manages the implementation of a project plan and interfaces with the client.

Deployment or implementation of a project is, again, a very standard operation. As the project plan steps are completed, they are usually held in queue until all necessary activities reach a point where the solution can be "turned on".

All projects have close out functions that wrap up the end of the project. However, they do not provide for continuing support across the multitude of functions that have been used to provide the customer with a solution.

It is an objective of the invention to provide a system and method for evaluating a client's general procurement and accounts payable (GP/AP) system.

It is an object of the invention to provide an optimized solution for out-sourcing procurement of goods and services.

It is an object of the invention to provide a system and method for training service providers.

It is an object of the invention to provide a system and method for managing service providers to assure quality

of service.

It is an object of the invention to provide a system and method for managing a project.

It is an object of the invention to provide an optimized general procurement and accounts payable system characterized by lower costs, a paperless process, and more comprehensive service with a shorter cycle time.

Summary of the Invention

A system for assessing a general procurement and accounts payable application of a customer of an enterprise includes a server; a storage device connected to the server; a plurality of team terminals; and a communication link interconnecting the server and terminals. The server is operable for (1) maintaining a database of templates on the storage device describing procedures for assessing the application, and (2) serving the templates to a members of cross functional team operating the terminals for coordinating, recording and tracking team activities with respect to the application.

A method for assessing a general procurement and accounts payable application includes maintaining a database of templates describing procedures for assessing the general procurement and accounts payable application and operating a

plurality of web-enabled user terminals to access via a server the database of templates for coordinating tasks by a plurality of enterprise teams implementing the procedures.

In accordance with an aspect of the invention, there is provided a computer program product configured to be operable to perform the method of the invention for assessing a general procurement and accounts payable application.

Other features and advantages of this invention will become apparent from the following detailed description of the presently preferred embodiment of the invention, taken in conjunction with the accompanying drawings.

Brief Description of the Drawings

Figure 1 is a high level block diagram of a general procurement and accounts payable development and implementation system in accordance with a preferred embodiment of the invention.

Figure 2 is a block diagram illustrating team relationships within the general procurement and accounts payable (GP/AP) development and implementation system of a preferred embodiment of the invention.

Figures 3A through 3M, arranged as shown in Figure 3, are a flow diagram of the assessment, preparation,

development, deployment and support phases of the method of a preferred embodiment of the invention.

Figure 4 represents a terminal display of a playbook summary view.

Figure 5 illustrates a terminal display of the template presented by the server at a user terminal of Figure 1 in response to selection by a user of "create a summary task" from the playbook summary view.

Figure 6 illustrates a terminal display of the template presented by the server at a user terminal of Figure 1 in response to selection by a user of "create a detailed task" from the playbook summary view.

Figures 5 and 6 also illustrate fields collected in the database and selectively displayed at user terminals of Figure 1 for each summary and detail task, respectively, of a GP/AP system for a particular customer or project.

Best Mode for Carrying Out the Invention

Referring to Figure 1, in accordance with the preferred embodiment of the invention, intranet communication facilities interconnect a plurality of team member terminals 64, zero or more service provider terminals 66, and client (also referred to as customer) terminals 68, and a server

62, preferably a Lotus Notes server.

Server 62 references and maintains playbook database 70. Database (also referred to as the playbook, or playbook database) 70 is provided for implementing procurement and accounts payable systems. This playbook 70 defines implementation steps and templates for creating the many required deliverables and project management functions. These functions include start and end dates, effort, duration, and so forth. This playbook also provides the steps and templates for training service providers 66 and serves as the repository for completed templates and as a source for auditing the performance of the service providers. As used herein, unless otherwise apparent from the context, system and applications are used to refer to hardware, software, procedures, instructional materials, and so forth, for implementing a general procurement and accounts payable process.

Also attached to intranet 60 are requisition and catalog (Req/Cat) servers 80. Server 80 functions as a front end server to accounting system server 82, and is connected to a file of vendor catalogs and contracts 72, to a client (customer) host system 74, and through a firewall to SAP servers 82. SAP server 82 is an accounting driver for the procurement and accounts payable (A/P) system of the

customer. SAP servers 82 are connected to supplier systems 84, to a customer data warehouse 78, and to customer ledger and accounts payable systems 86, 88.

During the operational phase of a completed and functioning system, a customer (aka end user, or client) 98 enters requisitions via the intranet to server 80. Server 80 accesses client host system 74 for pricing, reports, etc., and vendor catalogs and contracts 72 to gather information needed by SAP servers 82 to generate purchase orders or requests for quotes (RFQs) to supplier 84, to update data warehouse 78, client ledger 86, and client accounts payable 88 systems. Warehouse 78 stores client data maintained by the supplier of the Req/Cat and general procurement system, which supplier may be the primary enterprise (a primary services organization, such as the IBM Corporation) with control of the design and implementation of the system, or a contractor of the enterprise qualified as a third party service provider.

In operation, during presales, assessment, preparation, development, deployment and support stages, team members 64, access database 70 via intranet 60 and server 62 to create a playbook including a detailed description of an accounts payable and Req/Cat system for a particular customer (aka client). This description is then used to personalize

Req/Cat servers 80 and SAP servers 82 for the customer installation. During operation, a user 98 accesses Req/Cat server 80 via intranet 60 to enter a requisition or to query the status of previously entered requisition. When entering a requisition, Req/Cat responds to end user 98 with a form to complete. Req/Cat 80 accesses SAP server 82 through the firewall with the requisition or request for status. SAP server 82, responsive to a requisition, issues a purchase order or request for quote to supplier 84, and updates accounts payable 88 and ledger 86, as required through the normal procurement and accounting process implemented on behalf of the customer.

Referring to Figure 2, various departments and individuals representing team members 64 include business office 120, architecture 122, education and training 124, project manager 126, Req/Cat development 128, business process design 112, electronic data interchange (EDI) 114, application development 116, information technology 130, business controls 132, procurement process 134, transition management 136, SAP development 138, marketing 118, general procurement operations 98, and support management 96. Each of these departments and individuals perform various rolls and functions during the life of the project from assessment through deployment and use, as will be more fully described

hereafter in connection with Figure 3.

Referring to Figure 3, in accordance with the preferred embodiment of the method of the invention, assessment 101, preparation 102, development 103, deployment 104 and support 105 stages are executed to design, implement, and use a general procurement and accounts payable (GP/AP) system for a customer. Through these stages 101-105, procedures and methods are provided for seamlessly integrating all aspects of a total GP/AP system, including creating an electronic purchase requisition for goods and services with flexible approval functions, through invoicing and payment.

Further in accordance with the preferred embodiment of the invention, there is provided a web enabled delivery system.

Further in accordance with the preferred embodiment of the invention, there is provided a system and method for auditing service provider activities without being on site.

High level summary tasks implemented by playbook 70 database include business controls, information technology, SAP, communication, process, testing, configuration, project management, transition management, education and training, requisition and catalog (Req/Cat). Each of these summary tasks, as well as the drill-down (aka subsidiary) tasks implementing the details of each, may be accessed by team

members 64 and service provider 66s within the playbook database 70.

Referring to Figure 4, the playbook summary view 400 is illustrated. View 400 includes a title bar 402; pull down menu tabs file 404, edit 406, view 408, create 410, actions 412, window 414, help 416; create a summary task selection button 420, create a detailed task button 422, a folders and views section 424, and a task title display and selection area 426 which also includes a by column 436 and a status column 438 with an entry for each task displayed in area 426. With by category button 430 and all tasks button 432 selected, all tasks 434 is highlighted and display 426 presents a listing of tasks organized by category.

Referring to Figure 5, the summary task template 440 presented to the user upon selection of create a summary task 420 is illustrated. As will be described hereafter, there are two flavors of template 440, one for major operations, and one for major steps within each major operation. Referring to Figure 6, the detail task template 520 presented to the user upon selection of create a detailed task 422 is illustrated.

Selection of create summary task 420 presents a first summary task template 440 that used to design and describe a high level summary task for one of the playbook operations.

In a preferred embodiment of the invention, there are thirteen such high level summary tasks, including assessment, business controls, configuration, education, image, information technology (I/T), marketing, process, project management, requisition and catalog (req/cat), SAP, testing, and transition management. The summary and detail tasks within these high level summary tasks are further organized into five major processing segments: assessment 101, project preparation 102, project design and development 103, deployment 104, and ongoing support 105. A high level summary task provides a summary of the inputs to the task, and of the output (deliverables) after all detailed tasks are completed. There two levels, or templates for summary tasks: one for major operations, the second for major steps within each operation.

Activation of create a detail task 422 presents to the user a third template 520 which is used to summarize the detailed tasks for each major step of a summary task.

The first and second templates 440 are almost identical. They include the fields set forth in Tables 1 and 2. Third template 520 contents are summarized in Table 3.

TABLE 1: SUMMARY TASK TEMPLATES PART 1

SECTION 1:	CREATION STATUS
Category 444:	Categories include education, req/cat development, SAP development, transformation management, architecture, procurement process.
Team 446:	Specific project team responsible for this task.
Offering type 448:	Kind of product being brought to client: req/cat only, SAP only, and req/cat and SAP.
Stage 450:	The stages are assessment 101, project preparation 102, project development 103, deployment 104, and support 105.
Doc owned by 452:	Team 140 owner of document, the designer of this one template. The teams 140 are those illustrated in Figure 2.
Doc created by 454:	Author of this one template.
Dev status 456:	Approval status: first draft, final edit, final approval, etc. Only owner 452 can change this status. Only the owner 452 can approve the content of this template (task).
SECTION 2:	IMPORTANCE BUTTONS
Education 462:	Represents a combination of things, including (1) does someone need to be taught how to do this task, (2) is it something that should be included in the education package to the customer.
Certification 464:	Indicates whether or not an implementer of this task (ie, service provider) must be certified.
Auditable 466:	Indicates whether or not it is a

	task that Enterprise would be able to or needs to audit performance by the implementer/service provider
Milestone 468:	Indicates if this task is a critical accomplishment in the path of completing the implementation of the offering type.
Critical path 470:	Indicates if this is a task that must be completed in order to advance to the next task in order to complete the offering type, and can change during the course of the project as tasks are completed and the overall environment changes.
SECTION 3:	IMPLEMENTATION
Task order 472:	A number assigned to a detailed task that shows its order under the summary task.
% complete 474:	An estimate of how complete is this task document in its development for a particular customer.
Executed by 458:	Name of service provider (eg., Enterprise, or some Enterprise partner).
Performed by 460:	Technical team responsible for doing this task.
Priority 476:	High, medium, low priority, based on whether this task is in critical path, and whether or not it needs to be done in support of some subsequent task.
Work effort 478:	Estimated time required to complete this task.
Sequence 480:	A number assigned to a summary task that shows its order under a higher level task.
Task status 482:	Represents how far the service

provider has progressed in its implementation of this task. This is rolled up to Lotus Notes database 70 to enable the owner to track progress of the service providers during the audit phase.

Table 2 sets forth the template 440 fields which may vary between templates, including those for major operations and major steps within an operation.

TABLE 2: SUMMARY TASK TEMPLATES PART 2

SECTION 4:	SUMMARY TASK DETAILS
Description 490:	High level summary description of major operations or steps.
Assumptions 492:	What if any assumptions apply.
Prerequisites 494:	Tasks that must be completed before this task can complete.
Critical success factors 496:	Description of tools, techniques, relationships, understandings, technical and relationship skills and commitments, knowledge base of team and customer, and so forth, needed to accomplish this task.
Deliverables 498:	Expected output of this task.
SECTION 5:	APPROVALS
Task approver 500:	Identity of approvers.
Notification date 502:	Date approvers notified.
Request approval 504:	Electronic signature of approval.
SECTION 6:	PROJECT REFERENCE
Comments and dialog 506:	General comments (open season).
Deliverable checklist 408:	Checklist of deliverables.
Approval status 510:	List of approvers of this document and status of their approval.
Edit history 512:	Listing of persons who have modified this document during its preparation (service

	provider is not allowed to change these task descriptions.)

TABLE 3: DETAIL TASK TEMPLATE

SECTION 1:	CREATION STATUS
SECTION 2:	IMPORTANCE BUTTONS
SECTION 3:	IMPLEMENTATION

Sections 1, 2 and 3 are the same as for templates 440, with the addition of:

Support resources 524:	People needed to support completion of this task.
Assigned to 526:	Person executing this task.
SECTION 4:	DETAIL TASK DETAILS
Description 490:	Description of this task.
Prerequisites 494:	Tasks that must be completed before this task can complete.
Task steps 528:	Specific detailed steps that need to be accomplished to complete the task.
Analysis 540:	A description of what needs to be analyzed to come up with the right answer for the customer. (The resulting output will vary depending upon the results of the analysis - but this document doesn't change as a result of the analysis).
Deliverables 530:	Expected output of the task.
Methodology attachments 532:	Potential attachments, may be

	blank: anything from presentation charts, to questionnaires, to architecture charts – depends upon the task.
SECTION 5:	PROJECT REFERENCE AREA
Comments & Dialog 506:	Comments.
Deliverable Checklist 508:	Checklist, attachment listing (other than method attachments, supra).
Approval status 510	List of approvers and the status of their approval (with respect to approval of this document, not of the implementation of the task, which is handled by the audit process).
Edit history 512:	Listing of persons who have modified this document during its preparation (service provider is not allowed to change these task descriptions.)

Database 70 at server 62 includes all summary and detail tasks templates which have been completed in a set for a particular customer. An initial set of the tasks listed in Table 4 is provided for each customer, but during project implementation phases 101-105, these are configured or personalized to the customer.

While many summary and detailed tasks of Table 4 do not appear in the flow chart of Figures 3A-3M, those selected illustrate a flow from start to finish across the five major

stages - and form a representative, if not critical, path through them. As shown in Figures 3, and 3A-3M, the transitions between stages 100-105 are, in some instances, blurred and a particular task may be allocated to either or both of two of these stages.

In each stage, the key to success is the integration through the use of the templates of the groups (Figure 2) and activities (Table 4, both summary tasks and detail tasks.) Also, an important aspect of the invention is the method provided across the five stages (Figure 3) for effecting a transition from a legacy process, including hardware, software, work procedures and human resources, to a new process.

Table 4 is a chart of summary and detail tasks, pursuant to a particular embodiment of the invention, available for presentation in display area 426 of playbook summary view 400 upon selection of button 432. Selection by a user in display area 426 of a task designated with two or three alpha-numeric reference numerals P1, P11, P12,..., results in display of a template 440 personalized to the summary task, and selection of a task designated with four or more alpha-numeric reference numerals P111, P112,..., result in display of a template 520 personalized to the detail task. A user with appropriate authority may then

view, correct, update, approve or otherwise modify the displayed task. The names of the detail tasks set forth broadly the functions or method steps performed in implementing the superior summary task. In Table 4, each summary task is identified in the first column by the stage 100-105 to which it pertains, in the second column by a task identifier P11, P12, ..., and, for selected tasks, in the third column by the process step (150,...,354 in Figures 3A-3M) to which it pertains. In general (with very few exceptions), a detail task pertains to the same stage 100-105 as its summary task.

TABLE 4: CHART OF SUMMARY AND DETAIL TASKS

Stage	Task ID	Step	Summary Tasks	Detail Tasks
FOLDERS AND VIEWS BY CATEGORY				
	ALL TASKS			
	P1		ASSESSMENT	
101	P11		Perform customer service offering assessment	
101	P111	174		Perform customer business assessment
101	P112			Perform customer business assessment e-Req/Cat
101	P113			Develop workshop management plan
101	P114			Develop workshop management plan e-Req/Cat
101	P115			Review findings from marketing procurement consulting engagement

101	P116		Review findings from marketing procurement consulting engagement e-Req/Cat
101	P117	176	Formulate workshop approach
101	P118		Formulate workshop approach e-Req/Cat
101	P119		Prepare for workshop
101	P11A		Prepare for workshop e-req/Cat
101	P12	178	Introduce recommend service offering to customer
101	P121		Present service offering to customer (perform workshop)
101	P122		Present service offering to customer (perform workshop) e-Req/Cat
101	P123		Formulate proposal approach
101	P124		Formulate proposal approach e-Req/Cat
101	P13		Create proposal and contract
101	P131		Develop and cost proposal
101	P132		Develop and cost proposal e-Req/Cat
101	P133		Draft and price customer contract
101	P134		Draft and price customer contract e-Req/Cat
	P2	BUSINESS CONTROLS	
103	P21		Business control requirements
103	P211	290	Confirm business controls requirements
103	P212		Confirm separation of duties (SOD) requirements
104	P213	292	Conduct ASCA self-assessment
104	P214		Risk assessment
104	P215	224,294	Conduct ASCA/business controls review
102	P2151		Confirm image production system management strategy
	P3	CONFIGURATION	
103	P31	320	Conduct Req/Cat functional detailed fit gap analysis
103	P311		Confirm Req/Cat organizational hierarchy
103	P312		Define the Req/Cat functional

			detailed fit
103	P313		Resolve functional gaps for Req/Cat
103	P32	324	Configure Req/Cat offering
103	P321		Confirm and refine "Ives Team Studio" for code tracking
103	P322		Confirm and refine Req/Cat initial settings and organizational structure
103	P323		Confirm and refine Req/Cat authorizations
103	P324		Refine and validate final Req/Cat configuration
103	P33		Customize Req/Cat offering
103	P331		Validate and customize Req/Cat core application change request
103	P332		Refine and validate final customization for Req/Cat
103	P34		Produce custom Req/Cat programs
103	P341	276	Validate and code bridge change requests (SAP and Req/Cat)
	P4	EDUCATION AND TRAINING	
102	P41		Develop customer education and training strategy
102	P411		Validate customer education & training objectives
102	P412	190	Define the training requirements and approach
102	P413		Confirm the education & training strategy
102	P42		Define system management processes
102	P421		Define SAP correction and transport process
102	P422		Define and agree on service level agreement SLA
102	P423		Define and administer SAP release control process
102	P424		Define Req/Cat transport process
102	P425		Define and administer version control process
103	P43	192	Define user documentation and training requirements

103	P431		Define customer user audiences and requirements
103	P432		Confirm user documentation requirements and standards
103	P433		Conduct detailed end-user task analysis
103	P434		Assess user skills and training needs
103	P435		Validate end-user courses and content
103	P436		Identify users and course attendees
103	P437		Define and notify training attendees
103	P44		Develop user training documentation
103	P441		Produce customer specific end-user documentation
103	P442		Confirm training evaluation materials/approach with customer
103	P443	194	Setup training system environment
103	P444		Validate training logistics
103	P445	198	Conduct pilot training with super users
103	P446	196	Arrange documentation and training material production
103	P45		Internal (Enterprise, service provider) training requirements
103	P451		Identify and organize appropriate internal training
104	P46		Conduct end-user training
104	P461		Conduct train-the-trainer sessions
104	P462	214,230	Perform training
104	P463	212	Conduct new buyer training
	P5	IMAGE	
103	P51		Conduct image functional detailed fit gap analysis
103	P511		Define the image functional detailed fit
103	P512		Resolve image functional gaps
103	P52		Configure image offering
103	P521		Refine and validate final image configuration

103	P522		Confirm and refine image initial settings
	P6	I/T	
103	P61		Establish customer network/computing infrastructure
103	P611		Confirm component delivery
103	P612		Establish network/computing hardware/software architecture infrastructure
103	P613		Ready network/computing environment
103	P62		Establish EDI infrastructure
103	P621		Establish EDI infrastructure
103	P622		Conduct trading partner testing (IT)
102	P623		Confirm EDI strategy
102	P6231		Setup image system environments
103	P6232		Establish cutover checklist and perform pre-cutover activities for image production environment
104	P6233		Validate image production support for system management
103	P63		Develop reporting infrastructure
103	P631		Develop reporting infrastructure (LIS/EIS)
103	P632		Develop DataMart extracts
103	P633	232	Develop additional reports (customer/operations)
102	P64		Perform bridge architecture assessment
102	P641		Perform bridge architecture integration point interfaces work session
102	P642	158	Define bridge architecture project objectives document
102	P65		Validate bridge, EDI, vendor reporting requirements
102	P651	270	Develop and manage bridge architecture implementation work plan
102	P652		Analyze EDI requirements
102	P653		Determine EDI communication environment
102	P654		Analyze vendor master data load

102	P655		Analyze operational reporting requirements
102	P656		Analyze customer requirements for DataMart implementation
102	P657		Schedule and conduct weekly interlock meeting
102	P658		Vendor lead client analysis
102	P66		Set up development/integration environment
102	P661		Set up SAP development/integration environment
102	P662		Set up Req/Cat system environments
103	P67		Set up consolidation/test environment
103	P671		Set up SAP consolidation/test environment
104	P68	218	Set up production environment
104	P681		Convert vendor master into production environment
104	P682		Determine EDI tasks for production environment set up
104	P683		Execute SAP cutover checklist
104	P684		Set up SAP production environment
104	P685		Establish SAP batch schedule
104	P686		Set up trading partners in production environment
104	P687		Vendor lead client deployment
103	P688		Establish cutover checklist and perform pre-cutover activities for SAP production environment
103	P689		Establish cutover checklist and perform pre-cutover activities for e-Req/Cat production environment
105	P69		Refine/execute production support for system management
105	P691	234	Perform on-going support activities for Req/Cat
105	P692		Post deployment reporting support
105	P693		Develop new bridges and application extensions post go live
105	P694	236	Support new EDI transactions post go live
105	P695		Execute system management security support procedures
105	P696		Execute data management support

				procedures
105	P697		236	Execute EDI support procedures
105	P698			Execute system management operational support desk procedures
105	P699			Execute system management batch support desk procedures
105	P69A			Execute system management SAPBI support procedures
105	P69B			Execute system management master data support procedures
105	P69C			Execute production support for system management
103		P6A		Establish vendor master environment
103	P6A1			Establish vendor master
103	P6A2			Confirm vendor master
103	P6A3			ALE configuration for VLC
103	P6B			Establish bridge architecture infrastructure environment
103	P6B1		272	Develop detail architecture requirements definition
102	P6C		274	Validate system infrastructure requirements
102	P6C1		280	Analyze current network/computing infrastructure
102	P6C2			Determine network/computing requirements for project
102	P6C3			Confirm and begin network/computing component acquisition
102	P6C4			Order and delivery of infrastructure components
	P7		MARKETING	
100	P71			Participate in marketing procurement consulting engagement
100	P711		170	Qualify potential client
100	P712			Qualify potential client e-Req/Cat
100	P713			Develop assessment statement of work (SOW) e-Req/Cat
100	P714			Develop assessment statement of work (SOW)
	P8		PROCESS	
102	P81		156	Customer process introduction

102	P811		Conduct customer introduction to Golden procurement and A/P processes
102	P82		Process reviews with customer - procurement and A/P
102	P821	344	Review procurement processes with customer
102	P822	342	Review A/P processes with customer
102	P83		Assess customer impact on internal Enterprise workload
102	P831		Identify current and potential supplier catalogs for customer
102	P832	340	Perform assessment of customer purchasing business
103	P84		Process alignment customer/Golden
103	P841		Determine GAPs between customer and golden processes
103	P842		Perform process GAP resolution
103	P85		BMP process and procedures management
103	P851		Codes and procedures
103	P852	348	Update and review process management & procedures manual
103	P86		Supplier readiness
103	P861	210	General supplier introduction
103	P862		Manage trading partner - EDI suppliers
103	P863	346	Establish ASAP suppliers for customer (ASAP = a SAP supplier not requiring a buyer)
103	P864		Manage customer supplier outline agreements
103	P865		Customer freight procedures
104	P866		Supplier memo mailing
	P9	PROJECT MANAGEMENT	
102	P91	180	Initiate project planning
102	P911	160	Confirm project scope and implementation strategy
102	P912		Confirm project organization and assign resources to roles
102	P913		Prepare and validate project plan and procedures

102	P914		Establish project team working environment
102	P915		Orient project team
102	P92	150	Confirm and refine project management standards and procedures
102	P921		Confirm and refine issue management plan
102	P922		Confirm and refine project documentation
102	P923	152	Confirm and refine quality assurance standards
102	P924		Create team building plan
102	P93		Confirm implementation strategies
102	P931		Confirm system configuration standards
103	P9311		Customize image offering
103	P9312		Validate and customize image core application change request
103	P93121		Refine and validate final customization for image
102	P932		Confirm CR/PTR process
102	P933		Confirm testing strategy
102	P934		Confirm production support & operations strategy
102	P935		Confirm SAP production system management strategy
102	P936		Confirm e-Req/Cat production system management stategy
102	P937	282	Confirm network/computing strategy
102	P938		Confirm vendor conversion strategy
102	P94	162	Prepare project team
102	P941		Conduct kick-off meeting
102	P942		Conduct project team standards meeting
102	P943		Conduct project team training
102	P95	352	Define production support plans
102	P951		Define system management SAP resource requirements
102	P952		Define system management e-Req/Cat resource requirements
102	P953		Define production support accounts payable plan
102	P954		Define production support CSC plan
102	P955		Define production support general

		procurement plan
102	P956	Confirm SAP system authorizations for project team
102	P957	Confirm Req/Cat access control list (ACL)
102	P958	Define system management image resource requirements
102	P96	Initial quality assurance review
102	P961	Initial QA review
103 &104	P97	Review project status and refine project plan
103, &104	P971	Conduct project team status meetings
103 &104	P972	Conduct steering committee meetings
101	P98	Obtain customer approval
102	P981	Won bid analysis/transition to implementation team
102	P982	Won bid analysis/transition to implementation team e-Req/Cat
101	P983	Conduct lost bid analysis
101	P984	Conduct lost bid analysis e-Req/Cat
104	P99	Validate production support
104	P991	Validate SAP production support for system management
104	P992	Validate production support for accounts payable
104	P993	Validate production support for CSC
104	P994	Validate production support for general procurement
104	P995	Validate Req/Cat production support for system managment
105	P996	Validate education & training production support activities
104	P9A	Perform go live project office activities
104	P9A1	Ensure go live check lists activities
104	P9A2	Go/no-go decision for go live
103 &104	P9B	Interim quality assurance reviews

103 &104	P9B1		Interim QA reviews
105	P9C	244	Post-implementation quality assurance review
105	P9C1		Post-implementation QA review
105	P9D		Production support review
105	P9D1		Confirm production environment
	PA	REQ/CAT	
102	PA1		Identify customer responsibilities for Req/Cat
102	PA11		Identify country/global administrators & neg. con person
102	PA12		Perform country administrator education
103	PA2		Prepare and load Req/Cat catalog data
103	PA21		Perform Req/Cat catalogue tasks
104	PA3		Req/Cat production readiness
104	PA31		Confirm Req/Cat for production environment
104	PA32		Set up Req/Cat tables in production
104	PA33		Prepare Req/Cat production copy
104	PA34		Execute Req/Cat go live checklist
	PB	SAP	
103	PB1	254	Conduct SAP functional detailed fit gap analysis
103	PB11	250	Confirm SAP organizational hierarchy
103	PB12		Define the SAP functional detailed fit
103	PB13		Resolve SAP functional gaps
103	PB2		Produce custom SAP programs
103	PB21		Develop and validate SAP custom programs
103	PB3	252	Configure SAP offering
103	PB31		Confirm and refine implementation guide
103	PB32		Confirm and refine SAP initial settings and organizational

			structure
103	PB33		Confirm and refine SAP end user authorization profiles
103	PB34		Refine and validate final SAP configuration
103	PB4		Customize SAP offering
103	PB41		Validate and customize SAP core application change request
103	PB42		Refine and validate final customization for SAP
	PC		TESTING
103	PC1	256,260,322	Perform preparation activities for testing (both Req/Cat and SAP)
103	PC11		Confirm and refine test case templates
103	PC12	258,326	Build comprehensive test plan
103	PC13		Develop test environment plan
103	PC14		Create test case specifications
103	PC15		Build/reuse test cases
103	PC16		Determine testing tools
103	PC17		Review and validate comprehensive test plan
103	PC2	216	Perform comprehensive testing
103	PC21		Perform unit test
103	PC22	262	Perform component test
103	PC23	264,328	Perform integration test
103	PC24		Administer network/computing performance monitoring
103	PC25	266,330	Perform system test
103	PC26	220	Perform user acceptance test
103	PC27		Perform other required testing
103	PC271		Support comprehensive image testing
103	PC28		Support comprehensive e-Req/Cat testing
103	PC29		Support comprehensive SAP testing
103	PC2A		Support comprehensive image testing
	PD		TRANSITION MANAGEMENT
101	PD1	172	Introduce transition management (assessment)
101	PD11	172	Develop initial assessment of client
101	PD12		Provide transition management

			workshop presentation
102	PD2	154	Model transition management (project preparation)
102	PD21		Provide transition management strategy
102	PD22		Evaluate cultural impact of solution
102	PD23	300	Develop/confirm transition management plan
102	PD3		Develop communication plan (project preparation)
102	PD31	304	Build/confirm campaign plan
102	PD32	302	Update communications trategy
102	PD33		Deliver announcement/kickoff communication
103	PD4		Initialize transition management (design and development)
103	PD41		Create incentive/reward program
103	PD42		Assess supplier impacts related to transition management
103	PD43		Assess Enterprise support impacts related to transition management
103	PD44		Design detail go live material/activities
103	PD45	308	Create policy changes
103	PD46		Identify/plan for security
103	PD47		Detail process transition plan
103	PD48	306	Detail human resources plan
103	PD49		Detail employee relations plan
104	PD5		Ensure transition management activities (deploy)
104	PD51	350	Ensure new process management system in place
104	PD52	222	Perform client readiness assessment
104	PD53		Perform transition management go live activities
104	PD54	240	Manage human resources activities
105	PD6		Communication (support)
105	PD61		Thanks to users/suppliers
105	PD7		Validate transition management (support)
105	PD71		Monitor human resource issues
105	PD72		Assess effectiveness of transition

			management program
105	PD8		Perform post implementation survey (support)
105	PD81	242	Administer post go live survey
105	PD82		Present and act upon survey findings
	PE	NOT CATEGORIZED	
104	PE1	200	Perform go live process activities
104	PE11		Allocate buyer codes to commodities
104	PE12		Enter blanket orders
...	PE2		Table template document
...	PE21		Table template document

Project Assessment 101

Referring to Figure 3 in connection with Figure 2, project assessment phase 101 follows pre-sales phase 100, during which marketing makes its initial contact with the prospective client, or customer.

After initial contact from marketing 118, the main thrust of Assessment Project 101 is to provide an integrated, cross-functional customer solution to the client. An assessment team is led by the Business Office 120, but requires input and participation from the project leaders of Architecture 122, Transformation Management 136, Business Process 112, EDI 114, and Application Development 116.

Assessment 101 begins with a complete review of the client's current general procurement and accounts payable

processes. This includes debriefing the initial marketing team 118, instructing the project leaders 126, and accumulating all other relevant data available about the client's processes, tools, and organizational structures. The Assessment Team then defines an integrated customer solution that covers technical, educational, and Human Resource issues.

The delivery of the Workshop is intended to present an overview of the customer solution, initiate discussions on process analysis and strategic implementation, and confirmation of the solution fit. Specific goals of a workshop phase within assessment stage 101 include the following:

(1) Prepare and deliver a presentation to the customer defining the service offering, including any essential documentation on the offering, and a demonstration of the end-user tool(s), as applicable.

(2) Collect area specific information and customer requirements on network process sourcing, procurement, accounts payable, and finance; and EDI, I/T, and transition management.

(3) Identify high level gaps in each such area.

(4) Identify additional high level requirements for new process support, and for conversion requirements,

including requirements for commodity structure, account structure, vendor, and contracts.

(5) Identify interface requirements, including requirements for HR, cost center, catalogs, ledger, information warehouse.

(6) Validate accounting for project, appropriation, contract, job, tax reporting, currency, and check reconciliation.

(7) Identify requirements for network, EDI, testing, and application development including new reports, new interfaces, and new features.

(8) Assemble a high-level gap analysis.

(9) Create a high-level Customer Scope Document.

(10) Confirm the recommended solution.

At the completion of the workshop phase, the assessment team 106 convenes to develop and cost the final customer solution and proposal. At this time, the members of assessment team 106 assemble, understand, and validate the collected data; review standard proposal options with assumptions and identify items that apply to this client; create a draft of the proposal including scope, risk, schedule, and resources; review the draft with team and other project members to obtain sizing and costing information for each area; compile costing information to

add to the proposal; and perform QA review of the system integration, application development, managed operations (including service delivery center (SDC), application IT, and Process Operations) proposals, and of the overall proposal.

The resulting proposal is delivered or presented to the client. Final Assessment activities include follow up query responses and, should the proposal be declined, a loss analysis. This loss analysis feeds back into assessment process 101 to improve its overall effectiveness and efficiency.

Referring to Table 4, summary tasks pertaining to assessment stage 101 are listed, together with included detail tasks. For each task, a template 440 or 520 is maintained in data base 70, and accessed by team 108 members and others through summary view 400 to track progress (including viewing, updating, sharing, and approving) during this assessment stage 101.

Project Preparation 102

Referring further to Figure 3, project preparation stage 102 sets up the project, initializes detail planning, and models the plan for making the transition from the client's legacy system and process to the new system and

process (or, offering).

A critical element of this stage is to ensure resources are assigned to transition management 136, both from the project implementation team 126 as well as from the client. During this stage the transition activities required for a smooth migration from the old client process and system to the new service offering are modeled. The result is a detailed transition management plan that is specifically designed for the client. Stage 102 tasks and deliverables include the following:

(1) Perform analysis on the client HR environment, including organization structure and relationships, labor relations, management, administration, and end user roles and responsibilities, and the general HR environment.

(2) Develop and approve the detailed transition management and communication plan.

(3) Update the client specific transition management strategy.

(4) Define the quality assurance (QA) process required to assure that a project conforms to documented standards and meets documented requirements. The purpose of this task is to confirm the quality assurance standards

between Enterprise and the client, and identifies the tasks that are to be audited by the Enterprise Technical Center.

The QA review is a beneficial process for the project as it timely recognizes potential risk areas and reduces the possibility of project delays while achieving faster implementation, attaining low cost and increasing the customer's level of confidence. Deliverables of the QA review task include the following:

(1) Confirm and refine quality assurance standards with the customer.

(2) Confirm that technical requirements can be met.

(3) Confirm that business and financial measurements can be met.

(4) Confirm that the proposal is complete and the required processes have been followed.

(5) Establish QA schedule for the project.

Integration of all critical Enterprise and client team members provides the glue to assure a smooth project. By completing the detailed tasks within project preparation stage 102, the recommended implementation standards, procedures and strategies for the project are shared with the technical and business functional members of the project

team as well as with the customer. All team members have input in this process, and understand the basic procedures, once they have been agreed to. These procedures, documented in summary and detail task templates listed in Table 4, include the following:

Configuration Standards

CR/PTR Process

Testing Strategy

Production Support and Operations Strategy

SAP System Management Strategy

Req/Cat System Management Strategy

Network Computing Strategy

Vendor Conversion Strategy

Project Design and Development 103

Referring further to Figures 3, project design and development phase 103 provides and documents in a database of templates referred to as a Playbook, the business controls, transformation management, and SAP and Req/Cat customization required for an integrated approach to a complete customer solution.

During this stage 103, business controls 132 provides a comprehensive process that identifies key control points and

establishes detailed procedures to assure a quality installation. The deliverables include documentation, separation of duties, sensitive programs, logical access control, logging (audit trail), change control for tables, change control for programs, system testing, input controls, processing controls, error handling controls, output controls, balancing and reconciliation, vital records and disaster recovery, records management, reports, local area network (LAN), and country specifics, as described below:

(1) Documentation: an assessment of the quality and completeness of existing program documentation and a determination of the degree to which programs could be efficiently reconstructed if they were destroyed.

(2) Separation of duties: the duties of the programmer, computer operations, and user groups are reviewed to ensure that separation of duties problems do not exist. No one individual can control activities within a process (or any event in a string of events) in a way that permits errors of omission, or commission of fraud, theft, etc., to go undetected.

(3) Sensitive programs: controls must be in place to prevent unauthorized modification and/or use of the application.

(4) Logical access control: while programs are generally

controlled by a site procedure, application data has a formal access control mechanism.

(5) Logging (audit trail): a logging mechanism is established to ensure the audit trail is correct.

(6) Change control (tables): a change control system is put in place to evaluate, justify and control changes to tables.

(7) Change control (programs): a change control system is put in place to evaluate, justify and control changes to programs.

(8) System Testing: system testing procedures are effectively planned and carried out to ensure that controls are successfully tested and documented.

(9) Input controls: to insure accuracy and completeness of information entering an application.

(10) Processing controls: controls are applied for entry of data into the computer application system that ensure accuracy and completeness of data during computer processing.

(11) Error handling controls: controls for error handling and reprocessing of transactions.

(12) Output controls: output controls ensure the integrity of the output data from conclusion of computer processing to delivery to the user.

(13) Balancing and reconciliation: verifies that procedures to reconcile output to input are effective.

(14) Vital records and disaster recovery: disaster recovery is designed to provide for the continuity or rapid system restoration of a business process immediately following a natural or man-made emergency or disaster.

(15) Records management: verify that information is managed with sound business practices and controls.

(16) Reports: verify that reports are distributed properly.

(17) Local Area Network (LAN): Refer to ITCS 201, "Security Standards for Local Area Networks and Distributed Computing."

(18) Country specifics: verifies that any questions particular to this specific country are completed.

Req/Cat is a requisition and catalog product designed, developed, and maintained by Enterprise for use in systems such as those developed in this stage 103.

SAP is an financial and accounting package which an enterprise or company may license for its own use and for its customers. SAP configurators that customize package programs to fit the needs of the client are provided for use during design and development stage 103. All other installations of SAP are "off the shelf", with the client

changing its internal structures to fit SAP requirements.

Transition management is the most overlooked part of any implementation process. It is critical to address the corporate culture and personality at the earliest contact. Strategic and tactical plans may then be developed that guide the implementation through "Go Live" and for an agreed period thereafter. The purpose of transition management steps of the design and development stage 103 is to provide guidance to the development team members as they work with the client to institute policy changes that might be introduced as part of the implementation of the new process and system. Necessary changes to the legacy system are identified and a plan developed to announce and introduce changes in policy. Policy change includes key business rules that are part of the management system for purchasing and procurement. They may be associated with approval levels or procedural changes in the new system. The target is not the day to day operation but management decision and support systems that might be affected. The areas addressed include:

Measurements (old and new)

Management system

Approval levels

Supplier contacts and contracts

Reward systems

Incentive Plans

Security

Employee and user changes

All of these areas require strategic and tactical planning that includes the following steps:

(1) Identify the current (legacy) system or process and compare it to the new process or system to be implemented to identify gaps.

(2) Develop specific recommendations for gaps between the legacy and the new system or process, identifying the level of sensitivity and whether or not action is required as part of the transition.

(3) Determine the announcement and transition (or, cut over) date for each action identified.

(4) Design a communications plan to build the message and media for communicating the changes to affected parties.

(5) Design a process transition plan to ensure the elements of change are integrated into the overall plan for the process.

(6) Determine how the policies must be modified according to new standards and procedures

(7) Determine what new policies and procedures will be

implemented as part of the process and system.

Finally, integration of the above design and development stage 103 process steps along with the technical teams involved allow the delivery of a cross-functional solution under one unified and managed plan.

Project Deployment 104

Referring again to Figure 3, project deployment phase 104 uses the Playbook to improve deployment of (1) quality, or application systems control and auditability (ASCA), (2) transition management, and (3) integrated project management systems and procedures.

1. Quality (ASCA)

A business controls team provides dedicated resources throughout the life cycle of the project. During the project development stage 103, this team has planned and executed an ASCA self-assessment that has covered an extensive list of technical, business, financial, and client issues. In this deployment stage 104, its members are responsible for managing an independent audit that will cover the same areas. The independent auditors then issue an acceptance position that is required before the client can "Go Live" with the new system and process. Deployment stage 104 activities include:

(1) Create the project plan for ASCA Review preparation activities.

(2) Determine which Enterprise organization will conduct the ASCA and business controls review.

(3) Prepare all ASCA documentation required for the review.

(4) Prepare all sub-process overviews and descriptions of process flow.

(5) Ensure the test plan includes those elements of the ASCA checks required to ensure business controls, separation of duties, and authorization matrices, data integrity and security.

(6) Create, update and complete all required documents of understanding (DOU's) & service level agreements (SLA's).

(7) Ensure the separation of duties matrix (SOD) is current at time of final review.

(8) Review all testing and obtain test approvals.

(9) Ensure all approvals have been obtained and signed approval forms available for ASCA Review. These include approvals for process ownership, ASCA requirements, self-assessment and system cutover.

2. Integrated Project Management

During this deployment stage 104, project manager 126

has the task to validate and confirm that all checklists and status are acceptable prior to Go-live. This includes the readiness of all aspects of the project, and once satisfied, a review is conducted and the customer's formal sign-off for Go-live is obtained. Status transition management and client readiness assessment and confirmation activities include verification that:

(1) No critical open issues exist in any area.

(2) All relevant aspects of readiness have been included in the status check.

(3) Network and computing performance testing is complete.

(4) System test is complete.

(5) User acceptance test is complete.

(6) System management production environment Go-live checklist is complete.

(7) Any needed CR's and PTR's have been generated.

(8) Production support is in place.

(9) Supplier readiness is reviewed and accepted.

(10) Service provider readiness is confirmed.

(11) Enterprise GP readiness is confirmed.

(12) Review of the compiled check information is completed.

(13) Customer sign-off on the Go-Live decision is obtained.

3. Transition Management

A transition management team prepares for the deployment, or "Go Live" of the client solution. During this deployment stage 104 in the project, virtually all technical problems are resolved and systems configured. The client is now ready to deploy and the human factors must be aggressively managed to assure a smooth transition from the legacy systems to the improved client solution. Transition management activities within deployment stage 104 ensure that organization, measurements, management, support, and labor relations functions are developed, explained, reviewed, understood, in place or on schedule, as appropriate.

(1) Organization: organizational changes for Go-Live, updated communications plans, feedback mechanism for persons displaced by changes in organization, and the new organization.

(2) Measurements: changes in measurement system, plan to cut over to the new measurements, and communications explaining the new measurements, including how they are derived, how they are used and their importance to the business.

(3) Management: changes in management or management responsibilities, communications explaining the changes in management structure, and why it is important to the

clients' organization, the management chain and path for escalation of issues, normal business reports and their use.

(4) Support: support structure for both client and technical support.

(5) Labor Relations: activities associated with the loss of a job role, plan to notify the affected people, communication plan for providing information to remaining employees on the reasons for the changes and for fostering support for the new process.

Integration of the cross-functional teams to accomplish the deployment of the customer solution is facilitated by use of the system and data base structure of the preferred embodiment of the invention.

Ongoing Project Support 105

Referring further to Figure 3, project support stage 105 enables project teams, all of which have continuing responsibilities with the client after "Go Live", to provide the required ongoing support. As with all other stages, integration of the teams through the use of the systems and methods provided by the invention, including transition management systems and methods, is greatly facilitated. It is a characteristic of the preferred embodiment that each of

these areas has specific predetermined plans, actions and responsibilities, and these are audited and tracked through a GP/AP development and deployment system.

During support stage 105, transition management 136 delivers an approved detailed questionnaire with quality questions in a logical format that allows end-users to express their opinion and provide information that meets the survey objective. Support stage 105 includes a plan for communicating the survey results to the participants and taking action in response to the survey results. This stage also incorporates a continuing education plan for training new employees as well as continually updating the material so that reflects the latest version of the application.

The survey in stage 105 is structured to determine the end users' perception of the new system, system ease of use, response time from both the system and CSC (Customer Service Center), and customer knowledge level of processes and product. Results of the survey are compiled and presented to the client and Enterprise Management Teams along with action plans, time tables, expected results for approval, and implementation. A Lessons Learned document is reviewed with the project team and appropriate adjustments made for future engagements.

Project Manager 126 provides a quality function task after "Go Live". This task aims at checking the implementation of the EPS Offering to determine if anything needs special attention or focus. It is also the formal sign-off on the final delivery of the implementation by the customer. Its deliverables include:

(1) Customer accepts delivery of the EPS general procurement offering implementation and signs off.

(2) Action list on issues and CR/PTR's, if applicable.

(3) Formal transition of operational responsibility to operations 98 and support management 96.

(4) Preliminary business benefits evaluation.

The Req/Cat and SAP technical teams 128, 138 provide ongoing reviews and improvements to the client's process through the CR and PTR processes. These are formalized, documented processes with management controls to attain cost, schedule, and customer objectives.

As part of the new business process, support center 94 is established to provide long term assistance in any area of the application solution. This includes communication of feedback, real time application assistance, and special requests for problems concerning data.

It is the planned integration of these multi-functional teams that provides an innovative solution to the customer.

Representative Path Implementation of Assessment Stage 101

Referring to Figure 3A, a series of steps illustrating an exemplary critical path through assessment stage 101 will be described. Qualify potential client step 170, which actually pertains to pre-sales stage 100, is based on use of the detail task template P711, selected portions of which are set forth in Table 5. In step 172, using detail task template PD11, a customer transition assessment is performed. In step 174, using detail task template P111, a customer business assessment is performed. In step 176, using detail task template P117, the workshop approach is formulated. In step 178, using summary task template P12, the recommended service offering is introduced to the customer. In step 180, using summary task template P91, project planning is initiated and the project manager assigned.

While these steps 170-180 represent a path through the assessment stage 101, other summary and detail tasks designated in Table 4 as pertaining to stage 101 are typically included in the initial set of templates for this customer, and are also used as they are determined to be applicable. Selected fields of the template P711 for stage

100 step 170 are represented in the detail task template of Table 5. Some field entries are dynamic and changeable during the course of assessment stage 101. The templates are also editable for a particular project, and do not necessarily continue during use to conform to the original format.

Referring to step 170, once a potential client is identified, this client must be qualified for an offering(s) before continuing further. Information is gathered from the client or other sources about the client to determine if they are generally a match for one of the offerings. Telephone conferences or meetings may be held to gather/confirm this information and to confirm that the potential client wishes to progress towards an engagement. In step 170, the marketing team accesses template P711 in the course of qualifying a prospective customer for the assessment stage. Template 170 provides, either directly or by way of links, other documents, instructions, flow charts, and checklists for guiding and documenting the work of the marketing team through the steps for doing so. Those steps are performed by multiple people within the team and are as follows:

1. Offering interest is communicated to BPM Opportunity Manager by Sales/Client.

2. Client information is gathered (from sources; client phone calls, etc.) by BPM Opportunity Manager.

Marketing Materials -- Offering Information

Client Qualification Questions / Tool

Pre Assessment Data Collection

Pre Assessment Questions

Pre Assessment Spend, Tax, and Budgets

3. Opportunity Manager completes initial qualification form.

4. Opportunity Manager forwards 'qualified' client interest to S&P Marketing Rep.

5. S&P Marketing Rep makes client contact to pursue assessment SOW, capture assessment scope details.

6. S&P Marketing Rep confirms client interest and forwards client assessment scope information to process, IT, and consulting reps.

The deliverables resulting from step 170 include the following:

Qualified client

Client background information

Marketing Materials -- Offering Information

Client Qualification Questions / Tool

Pre Assessment Data Collection

Pre Assessment Questions

Pre Assessment Spend, Tax, and Budgets

Initial Qualification Form

Request for Assessment SOW (provides Assessment scope)

An attachment including either a blank template or an example from a previous offering is linked to template P711 for each of the above deliverables for use by members of the team executing this step 170.

TABLE 5 DETAIL TASK: QUALIFY POTENTIAL CLIENT

CREATION STATUS

Category:	Project Management
Team:	Marketing
Offering type:	Req/Cat, SAP, Req/Cat&SAP
Stage:	0. Pre-Sales
Doc owned by:	J. M.
Doc created by:	J. M.
Dev status:	Edit 2

IMPORTANCE BUTTONS

Education:	Yes
Certification:	Yes
Auditable:	Yes
Critical path:	Yes

IMPLEMENTATION

Task order:	1
% complete:	80%
Executed by:	Enterprise
Performed by:	Marketer
Priority:	High
Work effort:	Days
Sequence:	
Support Resources:	Accounts Payable Analyst, Assessment Team, Customer, Procurement Analyst, Project Manager

DETAIL TASK DETAILS

Prerequisites:

Client expresses interest in an offering; or an Enterprise client rep/exec indicates their client may have an interest.

Request is routed to the Opportunity Manager for initial qualification.

Task steps:

1. Offering interest is communicated to BPM Opportunity Manager
2. BPM Opportunity Manager gathers additional client information (from sources; client phone calls, etc.) using
3. Opportunity Manager completes Initial Qualification Form.
4. If the opportunity **is not** qualified, transfer interest / client potential to alternate offering or respond to Enterprise Client rep that client doesn't suit any Enterprise offering.
5. Opportunity Manager forwards 'qualified' client interest to S&P Marketing Rep together with completed forms.
6. S&P Marketing Rep makes client contact to pursue Assessment SOW, capture Assessment scope details
7. S&P Marketing Rep confirms client interest and forwards client / Assessment scope information to Process, IT, and Consulting reps. At this time, the S&P Rep will request an Assessment SOW be built.

Methodology attachments:

Opportunity Management Process Flow ->
Marketing Materials -- Offering Information ->
Client Qualification Questions / Tool ->
Pre Assessment Data Collection ->
Pre Assessment Questions ->
Pre Assessment Spend, Tax, and Budgets ->

Referring to step 172, a transition management team accesses template PD11 in the course of performing a customer transition assessment, the objective of which is to obtain understanding of the prospective client's business

and HR operation and infrastructure. A transition management questionnaire is linked from template PD11 and is used to target specific areas to provide insights to the client's operation in the following key areas:

Business Organization / Structure

Business Processes

Measurements

Management Systems

HR Considerations.

Template PD11, a sample of which is provided in Table 6, provides, either directly or by way of links to other documents, instructions, flow charts, sample questionnaires, report models and checklists for guiding, coordinating and documenting the work of the transition management team through the steps for doing so.

TABLE 6 DETAIL TASK: DEVELOP INITIAL ASSESSMENT OF CLIENT

CREATION STATUS

Category:	Transition Management
Team:	Transition Management
Offering type:	Req/Cat, SAP, Req/Cat&SAP
Stage:	1. Engagement Assessment
Doc owned by:	C. L.
Doc created by:	O. F.
Dev status:	Approved

IMPORTANCE BUTTONS

Education:	Yes
Certification:	Yes

Auditable:	No
Critical path:	No

IMPLEMENTATION

Task order:	1
% complete:	100%
Executed by:	Service Provider
Performed by:	Communications Manager
Support Resources	Customer, Project Manager
Priority:	High
Work effort:	Days

DETAIL TASK DETAILS

Description:

Initial Assessment:

Within the Assessment stage, the prospective client will be asked to complete questionnaires from different disciplines These completed questionnaires will allow the Enterprise TC to obtain understanding of the prospective clients business and HR operation and infrastructure. The transition management questionnaire will target specific areas and is intended to provide insights to the clients operation in the following key areas:

Business Organization / Structure
Business Processes
Measurements
Management Systems
HR Considerations

Note: Please see the recommended "Transition Management Questionnaire" included as an attachment.

Analysis:

Once the prospective client has completed the questionnaire, analysis activities must take place. It is imperative that the responsible team member participates in this activity to gain a better understanding of the complexity and customization required in the transition plans and programs as well as customizing the Transition Management presentation for the workshop.

Consideration must be given to each aspect of the workshop presentation. Adjustments should be made to the workshop presentation based on the prospective client's unique situation and will include:.

Human resources changes
Changes in roles and responsibilities
Organized Labor / Union activities
Organizational impacts
Supplier relationships
Changes in individual roles and responsibilities
Management System / Measurement System Changes

The objective is to get an early identification of those key areas where change will take place and make sure they are recognized with an action plan through the strategy and transition management plan.

Prerequisites:

The prospect has been qualified by marketing and the decision is made to pursue this as an opportunity for EPS services offering.

Client Questionnaire (Transition Management)

During this period the client will be asked to participate and respond to questions from several disciplines From a transition management perspective, this same process will be used to gather initial information to help frame the first view of the client transition management needs. The questionnaire is intended to assist with the customization of the TM presentation at the client workshop. In addition it will help update the strategy for the client and frame the specific transition management plan for the client.

The process for managing the client questionnaire is as follows:

Contact the project manager or workshop coordinator to ensure the transition management questionnaire is included in any consolidated client questionnaire package that is being used.

If the assessment is being managed by the Enterprise Consulting Group (ICG), contact the engagement manager and ensure the transition management questionnaire is part of their engagement material. You should require that they have the document completed as part of their deliverables.

Work with the project manager or workshop coordinator to determine who in the client account is responsible for HR and ensure that person will respond to the questionnaire. The client HR person responsible for responding to the questionnaire will respond with the client view of changes that will impact the various populations affected by the implementation. This will primarily be process users, administration, direct management of the process at the client location. The HR representative from the client must be able to properly reflect the roles and responsibilities of the affected areas within the client as well

as respond to questions relative to client culture, behavior, and management system.

Review the questionnaire to ensure all questions are applicable to this client. If any questions are not applicable, they may be deleted prior to deliver to the client.

Provide the questionnaire to the client and be prepared to respond to any inquiries for clarification. It should take only a few days for the client to complete this questionnaire and return to you. Set a target date of three working days for return of the questionnaire.

Analysis:

Receive the completed questionnaire from the client and review for omissions. It may be necessary to visit with the client to ensure understanding.

Document any unique circumstances that might be identified by the client. If there are activities within the client account that will make the transition more difficult, it should be noted here. These might be things like, recent plant / location closing, downsizing, layoffs, re-organizations, labor issues, recent job role changes, etc.

It will be useful to use the workshop presentation as a reference guide when analyzing the questions. Since the workshop presentation will be customized to reflect the client environment, it will serve as a checklist to ensure the analysis covers all affected areas. This will ensure all aspects of the client transition management issues are addressed and a plan in place to manage..

Deliverables:

Updated Workshop Presentation on Transition Management

Methodology attachments:

Sample Initial Client Questionnaire ->
Sample Workshop Presentation ->

Step Checklist:

Use the following to track completion of each step:

<u>Client Questionnaire</u> (Performed by Comm. Mgr.)

Step	Status	Description
1.		Contact the project manager or workshop coordinator to ensure the transition

management questionnaire is included in any consolidated client questionnaire package that is being used.

2. If the assessment is being managed by the Enterprise Consulting Group (ICG), contact the engagement manager and ensure the transition management questionnaire is part of their engagement material.

3. Work with the project manager or workshop coordinator to determine who in the client account is responsible for HR and ensure that person will respond to the questionnaire.

4. Review the questionnaire to ensure all questions are applicable to this client.

5. Provide the questionnaire to the client and be prepared to respond to any inquiries for clarification.

Analysis (by Communications Manager)

1. Receive the completed questionnaire from the client and review for omissions

2. Document any unique circumstances that might be identified by the client.

The Initial Client Questionnaire presents a spread sheet to be completed which asks for the following for each of several categories of expenditures: total spent, total spent via purchase order, total spent via blanket purchase order, total spent with core suppliers, total number of invoices, number of manual invoices, number of automated invoices (EDI), total number of suppliers, number of invoices paid via electronic funds transfer (EFT). The categories include marketing and advertising, information technology, third party maintenance, telecom equipment, facilities, human resources, business resources, with each of these including several more detailed line items.

Also, a link is provided to a human resources questionnaire to be completed. A sample questionnaire is set forth in Table 7.

TABLE 7 SAMPLE HUMAN RESOURCES QUESTIONNAIRE

Human Resources

The following questions should be answered and the results used to determine specific actions. These actions may include changes / actions for inclusion in the communications plan, the transition management plan or both.

The firm's human resources department must play a critical role in the development of this document and the actions that are developed as a result of this analysis. HR must be in agreement with any action taken.

Affected Individuals

How many users (requesters / approved) will be affected by the implementation

Identify numbers affected by:

- Department
- Function
- Responsibility (requestor / approver)

Identify the key roles that will be affected by the implementation:

- By Department
- By Function

To what degree will the role change for those individuals affected by the implementation?
To what degree will the responsibilities change for those affected by the implementation?

- By Department
- By Function
- By Requestor
- By Approver

What jobs / tasks (if any) will be eliminated as a result of the implementation?

What has been the business response to job eliminations in the past?
What jobs / tasks (if any) will be added as a result of the implementation?

Organization

What changes in organization structure will occur due to the implementation?

Illustrate a "before and after" picture.
Provide details of all changes and include new roles / responsibilities.

What changes in reporting structure will occur due to the implementation?

Illustrate a "before and after" picture.
Provide details of all changes and include new roles / responsibilities.

Management Systems

What changes will be implemented in the management system as a result of the implementation?
What changed in measurements will be implemented as a result of the implementation?

Labor structure

Is there an active labor organization within the business?
If the answer to this is yes, the local management labor relations team must be involved in the development of the assessment. They should take the lead on any activity / changes that might affect their relationship with the labor union. As the representative of the firm, the management labor relations team will be addressing the following areas and are responsible to develop a plan to deal with any / all labor relations issues that might arise as a result of the implementation.

Are the workers affected by the above changed represented by a labor organization?
What is the schedule for contract negotiation?
What affect (if any) will the implementation have of current work rules?
What affect (if any) will the implementation have on roles / titles / responsibilities covered under the current collective bargaining agreement?
What actions are needed to manage any required changed in the current collective bargaining agreements?

Supplier Relationships

How many suppliers will be affected by the implementation?
What changes will occur to the supplier base as a result of the implementations?
Identify those suppliers that will no longer be engaged after the implementation
Identify any contractual relationship with supplier that must be altered / severed.
Ensure the business legal department is engaged with any case of having to break a contract. The (the legal department) will manage any elements that might potentially be litigious.
Identify any changes in roles / responsibilities or suppliers as a result of the implementations
Is the relationship with the suppliers more on a personal basis rather than a business (arms length) basis?
How will be process change relative to the supplier / buyer interaction?
What buyers will be affected by the implementation and how will their roles / responsibilities differ from before the implementation?

In step 174, the assessment team accesses template P111 in the course of performing a customer business assessment, the objective of which is to assess the client's commodity profile, pricing and process flow and allow the service provider or Enterprise to determine the best course of action relative to the structure of the offering and better understand the client's buying profile and inputs and outputs. Template P111 provides, either directly or by way of links to other documents, instructions, flow charts, sample questionnaires, report models and checklists for guiding, coordinating and documenting the work of the assessment team through the steps for doing so. Table 8 illustrates selected fields from template P111 Perform Customer Business Assessment.

TABLE 8 DETAIL TASK: PERFORM CUSTOMER BUSINESS ASSESSMENT

CREATION STATUS

Category:	Process
Team:	Assessment
Offering type:	Req/Cat Implementation Only, e-Req/Cat Implementation Only, SAP Implementation Only, Req/Cat&SAP Implementation, Assessments
Stage:	1. Engagement Assessment

IMPORTANCE BUTTONS

Education:	Yes
Certification:	Yes
Auditable:	Yes

IMPLEMENTATION

Executed by:	Service Provider
Performed by:	Assessment Team
Support Resources:	Accounts Payable Analyst, Customer, Network Specialist, Marketer, Procurement Analyst, Project Manager

DETAIL TASK DETAILS

Description:

This set of steps will assist with analysis and assessment of the clients commodity profile, pricing and process flow. It will also allow the service provider / Enterprise to determine the best course of action relative to the structure of the offering and better understand the client's buying profile and inputs and outputs.

This set of activities results in gathering client information, analyzing the data and documenting recommendations to improve the client's sourcing & procurement business practices. An additional deliverable is input to development of a proposal to provide this client with S&P BPM outsourcing

In one alternative for performing the assessment, the prospective client will be asked to complete questionnaires from different disciplines. These completed questionnaires will allow the Enterprise TC (Assessment Team) to obtain understanding of the prospective client's business, operations and infrastructure.

The objective is to get an early identification of those key areas where change will take place and make sure they are recognized as a gap - either to current client practice or to the standard offering.

Prerequisites:

The prospect has been qualified by marketing and the decision is made to pursue this as an opportunity for EPS services offering. Acceptance by client of Assessment SOW (optional, not fee-based if answering an RFP)

Task steps:

Conduct a non-production buy analysis

Purchase order file data collection (corporate sources)
AP file data collection
Validation of findings

If the process or IT personnel are not directly supporting (not on the assessment team): Participate in weekly teleconference with assessment team to determine the path the engagement is heading and provide guidance and respond to questions from the assessment team

Conduct Site Visits as required to gain first hand knowledge and assist with analysis

interviews
process review
data collection

Contract /Service Review - detailed data collection specific to contract composition/standards, process to establish and current 'special/extended' agreements with supplier

Perform a strategic commodity assessment on the specified subset of commodities (from the SOW scope)

Review universal market basket

Review inputs, outputs and process flow to determine applicability of replacing paper invoices with images

Review and perform operational / cost analysis

sourcing and procurement process review - includes Obtain client team roles / responsibility matrix for understanding and analysis of how the client uses their resources for procurement and look for opportunities to improve efficiency at the client location.
AP process review-

procurement cost data collection - budget & full-time Equivalents (FTEs)
AP cost data collection - budget & full-time Equivalents (FTEs)
ensure cost data includes IT support, software licenses, hardware, storage cost etc
validation of findings

Analyze completed questionnaires < if the send questionnaire; receive client provided data alternative is used. this is an alternate method to working hand-in-hand with a client core team to compile information in the same areas. the questionnaires here would be the general set of questions --> profile2.doc/profile2.lwp and busass.123>
Document any unique circumstances that might be identified by the client. If there are activities within the client account that will make the transition more difficult, it should be noted here.
System Application Support - Obtain support information - resources, annual expense (in-house, subcontracted, outsourced).

Where possible, gather the following information for elements of I/T that will affect Req / Cat , SAP or Image. These should be reported separately for easier use by specific teams.

Enterprise Architecture
Vendor master base
Network infrastructure
Current desktop footprint standard(s)
Human Resources Application
Ledger Application
Accounting Application
Information Warehouse or operational data repository
Approval mechanisms for Requisitions and POs
Account to commodity relationships
Source of info for tax rates
EDI

Deliverables:

Current Process Model

A hierarchical representation of the existing activities of the enterprise, or a portion of it, showing the interactions among those activities, including the movement of data between them.

The model is both a textual and graphical representation of those functions and processes within the boundary of the project. The textual portion consists of the process names and descriptions, descriptions of the activities that make up each process, and any related comments. The textual portion also describes the information and physical things flowing in and out of each process. The graphical representation consists of diagrams of the flows entering and leaving each process.

Current Information Technology Architecture
A graphical representation of the existing applications/datastores and platforms that support the enterprise, or a portion of it, showing the interactions among those applications, including the movement of data between them.

Recommended improvement actions

Methodology attachments:

Sample Initial Client Questionaire ->
Profile2 (for details to answer question 9)->
Sample Workshop Presentations->

In step 176, the assessment team and project manager access template P117 in the course of formulating a workshop approach, the objective of which is to provide guidance in developing the business case associated with this engagement and assist with the preparation of different business options based on the results of the assessment. Template P117 provides, either directly or by way of links to other documents, instructions, flow charts, sample questionnaires, report models and checklists for guiding, coordinating and documenting the work of the assessment team through the steps for doing so. These steps include (1) assembling a Customer Business Assessment Information and review, (2) determining the most appropriate offering to be developed for the client, (3) confirming business processes high level fit to recommended offering, (4) validating and documenting business reasons for investing in workshop, (5) reviewing with project management for critique and approval to

proceed, and (6) validating Recommended Service Offering during workshop. The deliverable is a business CAS standard documentation template.

In step 178, the assessment team, accesses summary template P12 in the course of introducing a recommended service offering to the customer. The tasks described in this segment guide the service provider to present the final offering to the prospective client and guide the development of the business case for the project office and team. Template 178 and its subsidiary detailed templates provide, either directly or by way of links to other documents, instructions, flow charts, sample questionnaires, report models and checklists for guiding, coordinating and documenting the work of the assessment team through the steps for briefing the customer on the suggested offering, identifying and confirming client gaps to the standard offering, providing a high level customer scope document, completing the business case document, and drafting a document of understanding (DOU). Guidelines for the approver of this step, as for others, include the following: (1) Is the process documented as it is currently being performed? (2) Are the SAP actions and steps documented correctly? (3) Is the document complete? (4) Has the standard process been communicated or is there a plan to

communicate it? (5) Are the metrics identified from the customer's point of view? (6) Are users trained or is there a plan to train them?

In step 180, which may positioned as a final step in the assessment stage or as an initial step in the project preparation stage, the project office accesses template P91 and its subsidiary detailed templates in the course of initiating project planning, including assigning a project manager. After the Engagement Assessment stage has been concluded, actual detailed planning for the realization of the project can be initiated. Based on the findings in the Assessment, the scope and general size and effort required for implementing the EPS offering for the customer is known and can be broken down into a manageable project and resource plan including budgets. Once the plan has been developed and the resource requirements are known, the project team member qualifications can be determined both from the Customer and the service provider organizations. Once the team members have been identified and the project plan mapped out in detail and the project infrastructure has been validated, the project is introduced to the assembled project team prior to conducting the official kick-off meeting for the project. Summary task template P91 and its subsidiary detailed task templates provide, either directly

or by way of links to other documents, instructions, flow charts, sample questionnaires, report models and checklists for guiding, coordinating and documenting the work of the project manager and assessment team through the steps for doing so, including (1) confirming the project scope and implementation strategy, (2) confirming project organization and assigning resources to roles, (3) preparing and validating project plan and procedures, (4) establishing project team working environment, and (5) orienting the project team. A check list is provided listing the deliverables and their status for tracking of these steps, including a realistic project plan and budget is signed off by the customer based on the assessment, the project team members are identified and committed based on requirements for qualifications, the project infrastructure, all inclusive, is agreed upon and established, and the project is communicated and bought into by project team members from both the service provider and the customer.

Advantages over the Prior Art

It is an advantage of the invention that there is provided a system and method for evaluating a client's general procurement and accounts payable (GP/AP) system.

It is an advantage of the invention that there is provided an optimized solution for out-sourcing procurement of goods and services.

It is an advantage of the invention that there is provided a system and method for training service providers.

It is an advantage of the invention that there is provided a system and method for managing service providers to assure quality of service.

It is an advantage of the invention that there is provided a system and method for managing a project.

It is an advantage of the invention that there is provided an optimized general procurement and accounts payable system characterized by lower costs, a paperless process, and more comprehensive service with a shorter cycle time.

Alternative Embodiments

It will be appreciated that, although specific embodiments of the invention have been described herein for purposes of illustration, various modifications may be made

without departing from the spirit and scope of the invention. In particular, it is within the scope of the invention to provide a computer program product or program element, or a program storage or memory device such as a solid or fluid transmission medium, magnetic or optical wire, tape or disc, or the like, for storing signals readable by a machine, for controlling the operation of a computer according to the method of the invention and/or to structure its components in accordance with the system of the invention.

Further, each step of the method may be executed on any general computer, such as an IBM System 390, AS/400, PC or the like and pursuant to one or more, or a part of one or more, program elements, modules or objects generated from any programming language, such as C++, Java, Pl/1, Fortran or the like. And still further, each said step, or a file or object or the like implementing each said step, may be executed by special purpose hardware or a circuit module designed for that purpose.

Accordingly, the scope of protection of this invention is limited only by the following claims and their equivalents.